

4.0 PROJECT ALTERNATIVES

In accordance with Section 15126.6(a) of the State CEQA Guidelines, "an EIR shall describe a range of reasonable alternatives to the project, or to the location of the project, which would feasibly attain most of the basic objectives of the project but would avoid or substantially lessen any of the significant effects of the project, and evaluate the comparative merits of the alternative." The Guidelines go on to state that "the discussion of alternatives shall focus on alternatives to the project or its location which are capable of avoiding or substantially lessening any significant effects of the project, even if these alternatives would impede to some degree the attainment of the project objectives, or would be more costly" (Section 15126.6(b)).

Final EIR Introduction

This section has been modified subsequent to the public review periods for the February 2005 Draft EIR and the April 2008 Revised Draft EIR as follows:

1. Clarification is provided regarding the biological impacts associated with Reduced Project Alternative I and Reduced Project Alternative II.
2. The size of the multipurpose building would remain at 19,500 square feet under Reduced Project Alternative II as it is the proposed shelter-in-place structure.
3. Clarification that, although previously rejected by the Applicant, Reduced Project Alternatives I and II remain under consideration.
4. Figure 4-1b, and supporting text was added to discuss the aesthetic impact associated with the relocated Retreat Center under Reduce of Project Alternative I.

4.1 Rationale for Alternative Selection

Among the factors that may be used to eliminate alternatives from detailed consideration in an EIR are: 1) failure to meet most of the project objectives; 2) infeasibility; or 3) inability to avoid significant environmental impacts (CEQA Guidelines §15126.6[c]). A detailed list of Salvation Army Divisional Camp and Retreat project objectives is included in Chapter 1. Among the factors that may be taken into account when addressing the feasibility of alternatives are site suitability, economic viability, availability of infrastructure, general plan consistency, other plans and regulatory limitations, jurisdictional boundaries, and whether the proponent can reasonably acquire, control or otherwise have access to the alternative site (CEQA Guidelines §15126.6[f][1]).

Based on these parameters, four project alternatives were considered but rejected without detailed analysis: 1) No Development Alternative; 2) Off-site Alternative; 3) Camp Component Relocation Alternative; and 4) Rural Residential Alternative.

Implementation of the No Development Alternative would not include the currently approved, but not yet built, 7,000 square-foot dining hall and kitchen allowed under the 1970 MUP 90-379, and a youth activities building allowed under the 1976 MUP 70-379W. Under the No Development Alternative, the existing conditions outlined throughout Chapter 2 would continue and additional environmental impacts would

not result. However, under this alternative the currently constrained camp operations would be restricted even further by not allowing development of the dining hall/kitchen and youth activities building. Furthermore, the No Development Alternative would not meet many of the project objectives outlined in Chapter 1. The No Development Alternative would prohibit the Army from meeting its objective to: 1) adequately serve the needs of the community and youth of the San Diego region; 2) provide a Retreat Center in a camp-like, remote setting that is physically distinct from the remainder of the camp facilities; and, 3) improve fire-fighting capabilities within the site. For these reasons, the No Development Alternative was rejected from further consideration.

The Off-site Alternative is defined as relocating the existing camp as well as development of the proposed project, to a different location. The location of the Off-site Alternative should be in San Diego County in order to meet the main objective of the project, which is to serve the community and youth of San Diego. As such, alternatives located outside San Diego County were rejected. In addition, the Off-site Alternative would have to be large enough to accommodate the existing and proposed uses. The existing 578-acre site is ideal to meet the project objectives. It is somewhat rural, is located adjacent to undisturbed habitat, has adequate access and is served by utilities. Similarly, the site would have to be located in a rural, camp-like setting, similar to the proposed site, in order to maintain a camping and retreat atmosphere. It should be noted that relocation of the existing camp and buildout of the proposed project in a different location would likely result in more impacts when compared to the proposed expansion at the existing location. The increase in impacts would likely result from relocation of existing buildings, thereby temporarily impacting the existing site as well as the likely impacts associated with building an entirely new camp and retreat in a different location.

The Salvation Army does not own another site in San Diego County and based upon a review of available vacant sites within the area, none would meet the goals and objectives of the proposed project. Implementation of the Off-site Alternative would require the Army to find, and purchase, property suitable (i.e., primarily vacant land in a rural area) to meet the needs of the Divisional Camp and Retreat. An Off-site Alternative located on vacant land in a rural community would be subject to the same County ordinances and similar community goals and policies. As such, it is likely impacts to the resources associated with development of the proposed project would also occur with development of an off-site alternative, and for the reasons discussed above, may be more severe. Due to the increase in environmental impacts and financial burden, the Off-site Alternative is infeasible and was rejected.

The Camp Component Relocation Alternative would consist of relocating the proposed camp components to different areas on-site to reduce significant biological resources and noise impacts of the proposed project. This alternative was rejected because the project site is highly constrained by steep slopes, sensitive habitats and cultural resources. Over 56 percent of the site has slopes greater than 25 percent, most of which are located in the northern and western areas of the project site (pers. comm., B. Moser, 2001). Steep slope limitations forces most of the proposed development to be situated in the lower elevations consisting of a meadow and gently rolling hills, in the central and eastern parts of the project area, where the majority of the project components are currently proposed. Additionally, the identification of a significant archaeological site and the location of several ephemeral and intermittent drainages through, or contiguous to, the site further limit the areas where the camp components can be relocated.

A Rural Residential Alternative was studied and analyzed to determine the type of residential subdivision allowed pursuant to the existing land use designations. The current residential designation is rural residential, which allows for four-acre minimum lots. This would equate to a total of 144 lots or residences on the property. However, because of steep slope regulations and biological constraints, the developable portion of the site, with an allowance of ten percent encroachment into steep slopes, would result in a developable area of approximately 290 acres.

Within the developable area footprint, a minimum of 72 lots/houses could be developed. With an assumed average dwelling unit size of 3,000 square feet, there could be up to 219,000 square feet of structures on the subject property. In addition, other appurtenant structures such as barns, guest quarters and storage sheds would be allowed on the parcels, which would increase the overall scope and scale of the Rural Residential Alternative. In addition, this alternative would result in a significant traffic increase of 864 average daily trips (ADTs; 12 ADTs per rural dwelling unit).

The property could also be subdivided in a manner such that the four-acre lots would contain a minimum development pad area with the vast majority of the four-acre lots undevelopable due to steep slopes or other constraints. This type of development could result in up to 91 lots/homes on the subject property, with a 273,000 square feet of structures and 1,092 ADTs. The impacts associated with the Rural Residential Alternative could be significantly greater than the proposed project, including increased impacts associated with transportation/traffic, biological resources, aesthetics, noise and community character. This alternative was rejected because it would not achieve the project objectives discussed in Chapter 1.

4.2 Analysis of the No Project Alternative

4.2.1 No Project Alternative Description and Setting

The No Project Alternative would include buildout of Divisional Camp and Retreat as currently allowed under two existing Major Use Permits. Approved, but not yet built, development includes a 7,000 square-foot dining hall and kitchen approved under the 1970 P70-379, and a youth activities building approved under the 1976 P70-379W. Therefore, the No Project Alternative analysis is based on the existing uses on the property (i.e., existing condition) and the currently allowed two additional components. No specifications regarding building design are available for these two development components.

4.2.2 Comparison of the Effects of the No Project Alternative to the Proposed Project

The No Project Alternative represents a reduction in development density and as such, many of the impacts associated with the proposed project would be avoided or reduced. Significant and unmitigable Biological Resources and Land Use/Planning impacts would not occur with implementation of the No Project Alternative. However, development of the allowed dining hall/kitchen and youth activities building could still result in impacts to environmental resources. Such impacts are assumed to be substantially reduced when compared to buildout of the proposed project.

4.2.2.1 *Geology/Soils*

Geology/Soils impacts associated with potential seismic events and erodible soils could still occur, although at a substantially reduced level.

4.2.2.2 *Biological Resources*

The No Project Alternative would substantially reduce the disturbance of natural vegetation and sensitive species within the project site. Since the specific location of the dining hall/kitchen and youth activities building are unknown, a quantitative comparison of the reduction in impacts to sensitive biological resources is speculative. However, it is assumed such impacts would either be avoided or significantly reduced when compared to the proposed project. In addition, implementation of the No Project Alternative would not conflict with the goals and policies of the MSCP/BMO or RPO.

4.2.2.3 *Hazards and Hazardous Materials*

The No Project Alternative does not include relocation of the existing above-ground storage tanks; therefore, the potential for accidental leaks would be avoided under this alternative. However, with respect to wildland fire hazards, the decrease in project capacity associated with development of a 7,000 square-foot dining hall and kitchen approved under the 1970 P70-379 and a youth activities building approved under the 1976 P70-379W, would substantially reduce the number of people exposed to potential wildland fire hazards when compared to the proposed project.

4.2.2.4 *Noise*

The No Project Alternative would result in a substantial reduction in site capacity, does not include development of the outdoor forums, would generate fewer traffic trips, and would require fewer air conditioning units. Although these impacts would be reduced to below a level of significance under the Proposed Project, such noise impacts would be avoided or substantially reduced under the No Project Alternative. It is assumed the kitchen component currently allowed under P70-379 would result in similar noise impacts as those identified for the kitchen in the proposed project.

4.2.2.5 *Aesthetics*

Since this alternative would not include development of the Retreat Center, the cut slope necessary for development of the access road would not occur, and the associated aesthetics impact would not occur.

4.2.2.6 *Cultural Resources*

Since the location of the dining hall/kitchen and youth activities building is unknown, it is uncertain as to whether or not impacts to significant cultural resources would occur under the No Project Alternative. However, it is assumed that cultural resources would either be avoided or can be reduced to below a level of significance with implementation of the same mitigation measures identified for the proposed project. Therefore, implementation of the No Project Alternative would not result in significant impacts to Cultural Resources.

4.2.2.7 *Land Use/Planning*

Implementation of the No Project Alternative would not conflict with Policy 9 of the General Plan Conservation Element.

4.2.3 Applicant's Rationale for Rejection of the No Project Alternative

The No Project Alternative would not achieve the basic objective of the Salvation Army, which is to significantly improve, upgrade, and provide for more capacity at the existing Salvation Army Camp and Retreat in order to serve the community and youth of San Diego. As it currently exists, the Sierra Del Mar Divisional Camp and Retreat does not have adequate capacity or facilities to meet the Salvation Army's goals and objectives. During the peak summer months when children are on-site for camping activities, some activities would have to take place outdoors because the existing facilities have inadequate space. Current facilities preclude the level of service to area youth that the Salvation Army seeks to provide. Facility shortcomings include a dining hall that is too small to serve even existing camp capacity, insufficient indoor space to hold camp-wide activities, lack of an educational component and a retreat, and camp bunkhouses that sleep only one-fourth of the campers that the Army wishes to serve. Further, staff housing is insufficient and recreational and educational facilities are inadequate at the camp. Based on this discussion, the No Project Alternative was rejected.

4.3 Analysis of the Reduced Project Alternative I

4.3.1 Reduced Project Alternative I Description and Setting

Reduced Project Alternative I is similar to the proposed project (Figure 4-1). All components would be the same as the proposal with the following exceptions. Under Reduced Project Alternative I, the Retreat Center would be decreased by one 16-unit cabin and the gatehouse would be eliminated (31 campers; 9,200 square feet). Under this alternative, the Retreat Center would be relocated to the south of its location under the proposed project, nearer to the other camp facilities. This alternative does not include the Expanded and Relocated Tent Camping Component, which under the proposed project would include a total of ten yurts (a reduction of 90 users), a restroom/shower building, outdoor seating for light eating and an outdoor presentation area constructed of elevated wood logs for seating (1,950 total square feet). The proportionate reduction in staff necessary for this alternative would be 12 people. Implementation of the Reduced Project Alternative I would reduce the capacity of the camp by 133 ~~users~~ persons for an overall camp capacity of 615 ~~users~~ persons and would decrease the total project building ~~square footage-footprint~~ by 11,150 square feet.

4.3.2 Comparison of the Effects of Reduced Project Alternative I to the Proposed Project

A comparison between impacts from the proposed project and those associated with implementation of Reduced Project Alternative I is presented in Table 4-1. The relocated Retreat Center and elimination of the above mentioned project components would reduce or avoid some of the significant impacts associated with development of the proposed project. However, most project-related impacts would still occur under this alternative and implementation of the mitigation measures identified for the proposed project would be required to reduce them to below significant levels.

4.3.2.1 *Geology/Soils*

Due to the reduction in development footprints proposed under Reduced Project Alternative I, this alternative would result in incrementally reduced geology/soils impacts associated with potential seismic events and soil erosion. However, selection of this alternative would require the same mitigation recommended to reduce geology/soils impacts for the proposed project to below a level of significance.

4.3.2.2 *Biological Resources*

Implementation of the Reduced Project Alternative I would eliminate the conflicts with the MSCP/BMO and RPO that are associated with the Applicant's Preferred Project. Because there are feasible alternatives that would eliminate these impacts, the Applicant's Preferred Project can not be approved. Therefore, the full modification zones in the FPP are based on the design of the Reduced Project Alternative I. As compared to the Applicant's Preferred Project, the Reduced Project Alternative I would considerably reduce the disturbance of natural vegetation and sensitive species within the project site (Figures 4-2a – 4-2k), even without applying the expanded fuel modification zones to the Applicant's Preferred Project. Specifically, this alternative would reduce the overall area of disturbance and impacts to native vegetation communities because the area in which the retreat center is located under the Applicant's Preferred Alternative contains more sensitive habitat than the area in which the retreat center is located under the Reduced Project Alternative I.

Specifically, Reduced Project Alternative I would reduce impacts to native vegetation communities by nearly three acres (i.e., a nearly three percent reduction) (Tables 4-1 and 4-2). This alternative would result in the loss of six fewer Engelmann Oak trees. Impacts to Diegan Coastal Sage Scrub would be reduced by 0.83 acres, (over a six percent reduction), and impacts to Southern Coast Live Oak Riparian Forest would be reduced by 0.64 acres, (32 percent reduction). Impacts to Coastal Sage-Chaparral Scrub would be reduced by 1.08 acre (or 12 percent reduction). Impacts to RPO wetlands would be reduced by 0.01 acre, impacts to Southern Mixed Chaparral would be reduced by 0.63 acres. Impacts to Coast Live Oak Woodlands increase by 0.67 acre; however, as with all the vegetation impact comparisons, this slight increase does not account for the increased fuel modification zones required by the FPP that would be required (but have not been applied) for the Applicant's Preferred Project.

In conclusion, implementation of the Reduced Project Alternative I would eliminate the conflicts with the MSCP/BMO and RPO. Under this alternative, the Retreat Center would be relocated to the south, and the relocation would reduce impacts to sensitive biological resources (described in EIR Section 2.2).

4.3.2.3 *Hazards and Hazardous Materials*

Reduced Project Alternative I, like the proposed project, would also result in the same potential Hazards and Hazardous Materials impacts. However, with a reduced site capacity, implementation of the Reduced Project Alternative I would incrementally reduce hazards impacts from potential wildland fires and seismic events. Regardless, implementation of the same mitigation proposed for the project would also reduce Hazards and Hazardous Materials impacts for Reduced Project Alternative I to below a level of significance. In addition, the Fire Protection Plan (FPP) is based on the site plan in Reduced Project Alternative I. Implementation of the requirements of the FPP would reduce the hazards associated with wildfires to below a level of significance.

4.3.2.4 Noise

Under the Reduced Project Alternative I, average hourly noise levels at the nearest off-site residences from air conditioner units would be incrementally reduced, but would still exceed the County Noise Ordinance night-time noise threshold of 45 dBA Leq. Therefore, the same mitigation proposed for the project would also be required to reduce these noise impacts. Similarly, development of two of the outdoor forums would occur under this alternative; therefore, the associated noise impacts from these areas with amplification use on off-site receptors would occur. The noise impact from project construction and maintenance activities would also continue to occur under this alternative; however, with the relocation of the Retreat Center to the overflow parking area, only Retreat Center Maintenance would result in potentially significant impacts. The overflow parking area and associated potential maintenance noise impacts would be removed. The mitigation measures recommended for the noise impacts under the proposed project would remain applicable and noise impacts would not be significant after mitigation is implemented.

4.3.2.5 Aesthetics

The cut slope necessary for development of the access road would not occur. Although the mitigation proposed for the project would reduce this aesthetics impact to below a level of significance, the impact would not occur under the Reduced Project Alternative I. Therefore, no mitigation would be required.

Under Reduced Project Alternative I, the retreat center would be in a more central location of the camp. This location would eliminate the significant aesthetic impact associated with the cut/slope for the access road, as well as the significant and unmitigated impacts to biological resources (see Final EIR, section 4.3). The location of the retreat center under Reduced Project Alternative I is a secluded area screened from surrounding views by topography and vegetation. Final EIR Figure 4-1b provides a cross section of views from three points along Mussey Grade Road to the proposed Retreat Center un Reduced Project Alternative I. The retreat center at this location would not be visible from public viewpoints, such as Mussey Grade Road or Iron Mountain Open Space Preserve. Final EIR Figure 2.5-18 depicts the proposed architectural elevation of the proposed Retreat Center. The maximum height of the structure is 30 feet and is shown in the south elevation provided in Final EIR Figure 2.5-18.

4.3.2.6 Cultural Resources

Reduced Project Alternative I would result in the same impacts to cultural resources as the proposed project. However, the location of the Retreat Center under this alternative would be in the general area of site P-37-024202 (SDM-2). As stated in Section 2.6.3, P-37-024202 does not meet any of the criteria for listing on the California Register of Historical Resources and does not retain integrity of design, workmanship, or materials and is not recommended for eligibility for listing on the California Register. Therefore, impacts to P-37-024202 would not be significant.

4.3.2.7 Land Use/Planning

Implementation of the Reduced Project Alternative I would eliminate the conflict with Policy 9 of the Conservation Element because relocating the Retreat Center to the south would avoid impacts to certain biological resources.

4.3.3 Applicant's Rationale for Rejection of Reduced Project Alternative I

Although Reduced Project Alternative I meets most of the project objectives, locating the Retreat Center in close proximity to the remaining camp facilities conflicts with Project Objective Number 4, to provide a Retreat Center in a camp-like setting with an atmosphere conducive to personal growth that is physically distinct and isolated from the remainder of the camp facilities. Because of its closer proximity to the remainder of the camp, the location of the Retreat Center under Reduced Project Alternative I conflicts with the purpose of the Salvation Army's goal to promote personal growth for retreat participants. Locating the Retreat Center adjacent to proposed camp components, as proposed under this Alternative, would degrade the rural camp-like feel for both the Camp and Retreat Center users. ~~Therefore, Reduced Project Alternative I was rejected by the Salvation Army. The Reduced Project Alternative I was previously rejected by the Salvation Army for these reasons: however, significant, unmitigable impacts were identified associated with the Applicant's Preferred Alternative. Furthermore, Reduced Project Alternative I is feasible. Therefore, this alternative will be presented to the decision makers for their consideration.~~

4.4 Analysis of the Reduced Project Alternative II

4.4.1 Reduced Project Alternative II Description and Setting

Reduced Project Alternative II is similar to the proposed project and Reduced Alternative I (Figure 4-3). All components would be the same as the proposed project with the following exceptions. Under Reduced Project Alternative II, the Retreat Center would be decreased by one 16-unit and one 18-unit cabin and the gate house would be eliminated (67 campers; 19,200 square feet). The Retreat Center would be located near the other camp facilities, similar to Reduced Project Alternative I. This alternative, similar to Reduced Project Alternative I, also eliminates the Expanded and Relocated Tent Camping Component which, under the proposed project, would include a total of ten yurts (a reduction of 90 users), a restroom/shower building, outdoor seating for light eating and an outdoor presentation area constructed of elevated wood logs for seating (1,950 total square foot reduction). Reduced Alternative II would result in a decrease in the Education Camp by three cabins (66 campers, 9,750 square feet), ~~and a reduction in the size of the Multi Purpose Building by 9,000 square feet, resulting in a maximum capacity of the building of 500, down 100 from the proposed project.~~ The proportionate reduction in staff necessary for this alternative would be 12 people. Implementation of Reduced Alternative II would reduce the calculated capacity of the camp by 235 overnight ~~users~~ persons compared to the proposed project for an overall camp capacity of 513 ~~users~~ persons and would decrease the total project building footprint by ~~39,900~~ 30,900 square feet.

4.4.2 Comparison of the Effects of Reduced Project Alternative II to the Proposed Project

As discussed below, implementation of the Reduced Project Alternative II would reduce or avoid project-related significant impacts to a greater extent than either the proposed project or Reduced Project Alternative I while meeting most of the project objectives. Therefore, the Reduced Project Alternative II is identified as the environmentally superior alternative pursuant to Section 15126.6(e)(2) of the CEQA Guidelines. However, impacts would still occur under this alternative and require implementation of the

same mitigation measures identified for the proposed project in order to reduce them to below significant levels.

4.4.2.1 *Geology/Soils*

Due to the reduction in development footprints proposed under Reduced Project Alternative II, similar to Reduced Project Alternative I, this alternative would result in incrementally reduced geology/soils impacts associated with potential seismic events and soil erosion. However, selection of this alternative would require the same mitigation recommended to reduce geology/soils impacts for the proposed project to below a level of significance.

4.4.2.2 *Biological Resources*

~~With application of the FPP that mandated an increased fire management zone, some habitat impacts have increased from those assessed under the 2005 Draft EIR. Under the Alternative II Plan, the following impact increases have been noted: 0.29 acre of Disturbed Habitat, 0.11 acre of Diegan Coastal sage Scrub, 4.82 acres of Southern Mixed Chaparral, and 1.11 acres of Coast Live Oak Woodland. The increased impacts to Disturbed areas are not significant. Increases in Diegan Coastal Sage Scrub (<1%), Southern Mixed Chaparral (15% under Alternative II), and Coast Live Oak Woodland (16%) are minor relative to the total impacts. These increases do not change the degree of habitat impact significance and all impacts would still be mitigated to a level below significant through on site habitat preservation and management. Implementation of the Reduced Project Alternative II would also eliminate the conflicts with the MSCP/BMO and RPO that are associated with the Applicant's Preferred Project. Because there are feasible alternatives that would eliminate these impacts, the Applicant's Preferred Project can not be approved. Therefore, the fuel modification zones in the FPP are based on the design of the Reduced Project Alternative II. Like As compared to the Applicant's Preferred Project, the Reduced Project Alternative II, Reduced Project Alternative II would reduce the disturbance of natural vegetation and sensitive species within the project site (Figures 4-4a – 4-4k) even without applying the expanded fuel modification zones to the Applicant's Preferred Project, accounting for the additional vegetation clearing that would be required for the proposed project as a result of expanded fuel modification zones. Implementation of The Reduced Project Alternative II would result in the same reduction in disturbance of natural vegetation and sensitive species as the Reduced Project Alternative I with the exception of Southern Mixed Chaparral (Tables 4-1 and 4-2). This is because the area in which the retreat center is located under the Applicant's Preferred Alternative contains more sensitive habitat than the area in which the retreat center is located under Reduced Project Alternative II.~~

Specifically, Reduced Project Alternative II would reduce impacts to native vegetation communities by nearly three acres (i.e., a nearly three percent reduction) (Tables 4-1 and 4-2). This alternative would result in the loss of six fewer Engelmann Oak trees. Impacts to Diegan Coastal Sage Scrub would be reduced by 0.83 acres, (over a six percent reduction), and impacts to Southern Coast Live Oak Riparian Forest would be reduced by 0.64 acres, (32 percent reduction). Impacts to Coastal Sage-Chaparral Scrub would be reduced by 1.08 acre (or 12 percent reduction). Impacts to RPO wetlands would be reduced by 0.01 acre. Impacts to Southern Mixed Chaparral would be reduced by 0.63 acres. Impacts to Coast Live Oak Woodlands increase by 0.67 acre; however, as with all the vegetation impact comparisons, this slight

increase does not account for the increased fuel modification zones required by the FPP that would be required (but have not been applied) for the Applicant's Preferred Project.

In conclusion, implementation of the Reduced Project Alternative II would eliminate the conflict with the MSCP/BMO and RPO for the same reasons that Reduced Alternative I would eliminate the conflict.

4.4.2.3 *Hazards and Hazardous Materials*

Reduced Project Alternative II, like the proposed project and Reduced Project Alternative I, would also result in the same potential Hazards and Hazardous Materials impacts. However, with a reduced site capacity, implementation of the Reduced Project Alternative II would incrementally reduce hazards impacts from potential wildland fires and seismic events. Regardless, implementation of the same mitigation proposed for the project would also reduce Hazards and Hazardous Materials impacts for Reduced Project Alternative II to below a level of significance. In addition, the Fire Protection Plan (FPP) is based on the site plan in Alternative I. The site plan for Reduced Project Alternative II is similar to that of Reduced Project Alternative I, but includes fewer buildings. Implementation of the requirements of the FPP would reduce the hazards associated with wildfires to below a level of significance.

4.4.2.4 *Noise*

Like Reduced Project Alternative I, under Reduced Project Alternative II, average hourly noise levels at the nearest off-site residences from air conditioner units would be incrementally reduced, but would still exceed the County Noise Ordinance night-time noise threshold of 45 dBA Leq. Therefore, the same mitigation proposed for the project would also be required to reduce this noise impact. Similarly, development of two of the outdoor forums would occur under this alternative; therefore, the associated noise impacts from these areas with amplification use on off-site receptors would occur. The noise impact from project construction and maintenance activities would also continue to occur under this alternative; however, with the relocation of the Retreat Center to the overflow parking area, only Retreat Center Maintenance would result in potentially significant impacts.

4.4.2.5 *Aesthetics*

Like Reduced Project Alternative I, the cut slope necessary for development of the Retreat Center access road would not occur this Alternative. Although the mitigation proposed for the project would reduce this aesthetics impact to below a level of significance, the impact would not occur under Reduced Project Alternative II. Therefore, no mitigation would be required.

4.4.2.6 *Cultural Resources*

Reduced Project Alternative II would result in the same impacts to cultural resources as the proposed project. However, like the Reduced Project Alternative I, the location of the Retreat Center under this alternative would be in the general area of site P-37-024202 (SDM-2). As stated in Section 2.6.3, P-37-024202 does not meet any of the criteria for listing on the California Register of Historical Resources and does not retain integrity of design, workmanship, or materials and is not recommended for eligibility for listing on the California Register. Therefore, impacts to P-37-024202 would not be significant.

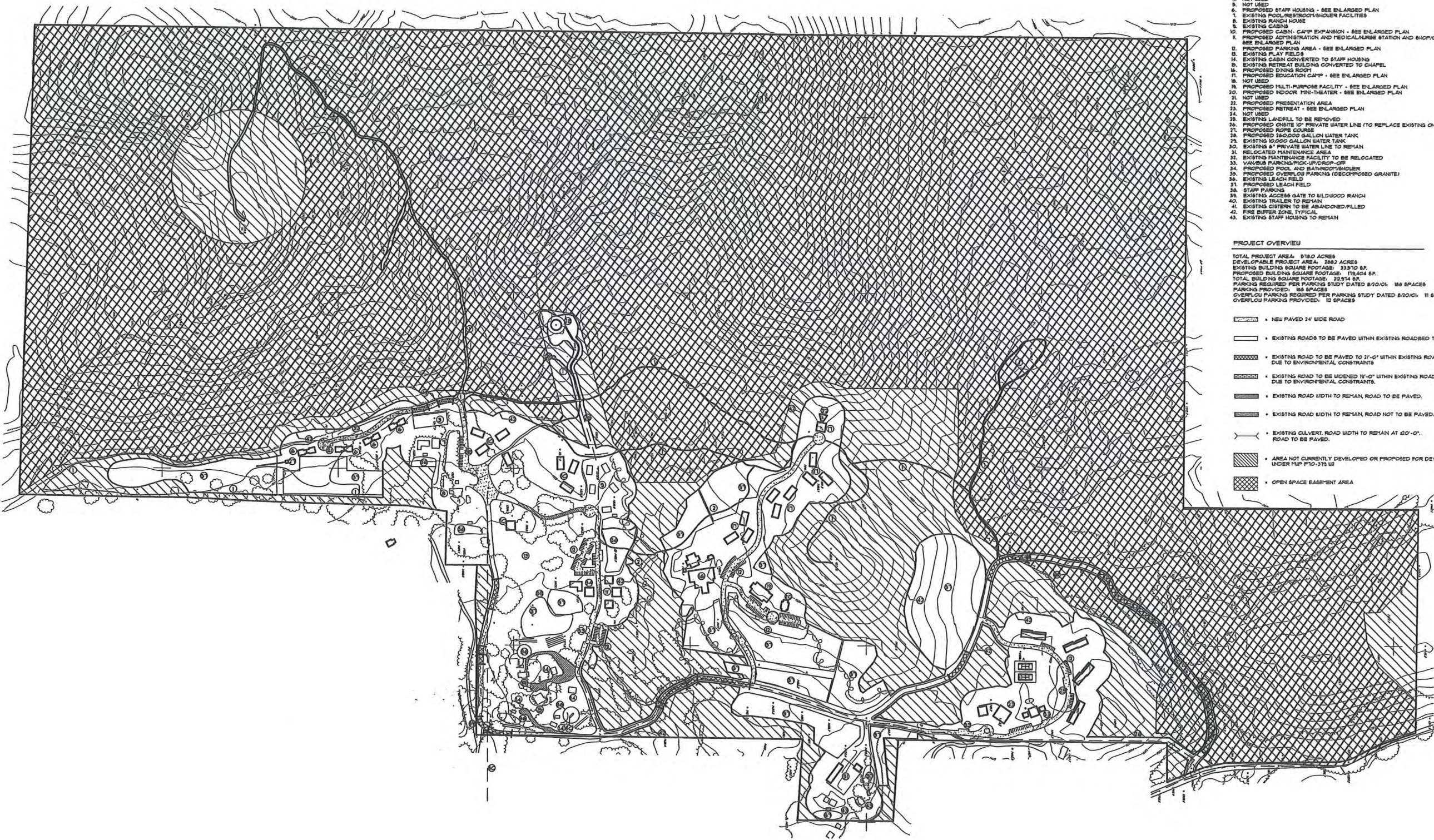
4.4.2.7 *Land Use/Planning*

Implementation of the Reduce Project Alternative II would eliminate the conflict with Policy 9 of the Conservation Element because relocating the Retreat Center to the south would avoid impacts to certain biological resources.

4.4.3 Applicant's Rationale for Rejection of Reduced Project Alternative II

Although Reduced Project Alternative II meets most of the project objectives, locating of the Retreat Center in close proximity to the remaining camp facilities conflicts with Project Objective Number 4, to provide a Retreat Center in a camp-like setting with an atmosphere conducive to personal growth that is physically distinct and isolated from the remainder of the camp facilities. Because of its closer proximity to the remainder of the camp, the location of the Retreat Center under Reduced Project Alternative II conflicts with the purpose of the Salvation Army's goal to promote personal growth. Locating the Retreat Center adjacent to proposed camp components, as proposed under this Alternative, would degrade the rural camp-like feel for both the Camp and Retreat Center users. Additionally, the significant reductions in the education camp and the multi-purpose facility would severely limit the Salvation Army's goal to serve the needs of the community and youth of the San Diego Region. Therefore, the Reduced Project Alternative II was rejected by the Salvation Army. The Reduced Project Alternative II was previously rejected by the Salvation Army for these reasons: however, significant, unmitigable impacts were identified associated with the Applicant's Preferred Alternative. Furthermore, the Reduced Project Alternative II is feasible. Therefore, this alternative will be presented to the decision makers for their consideration.

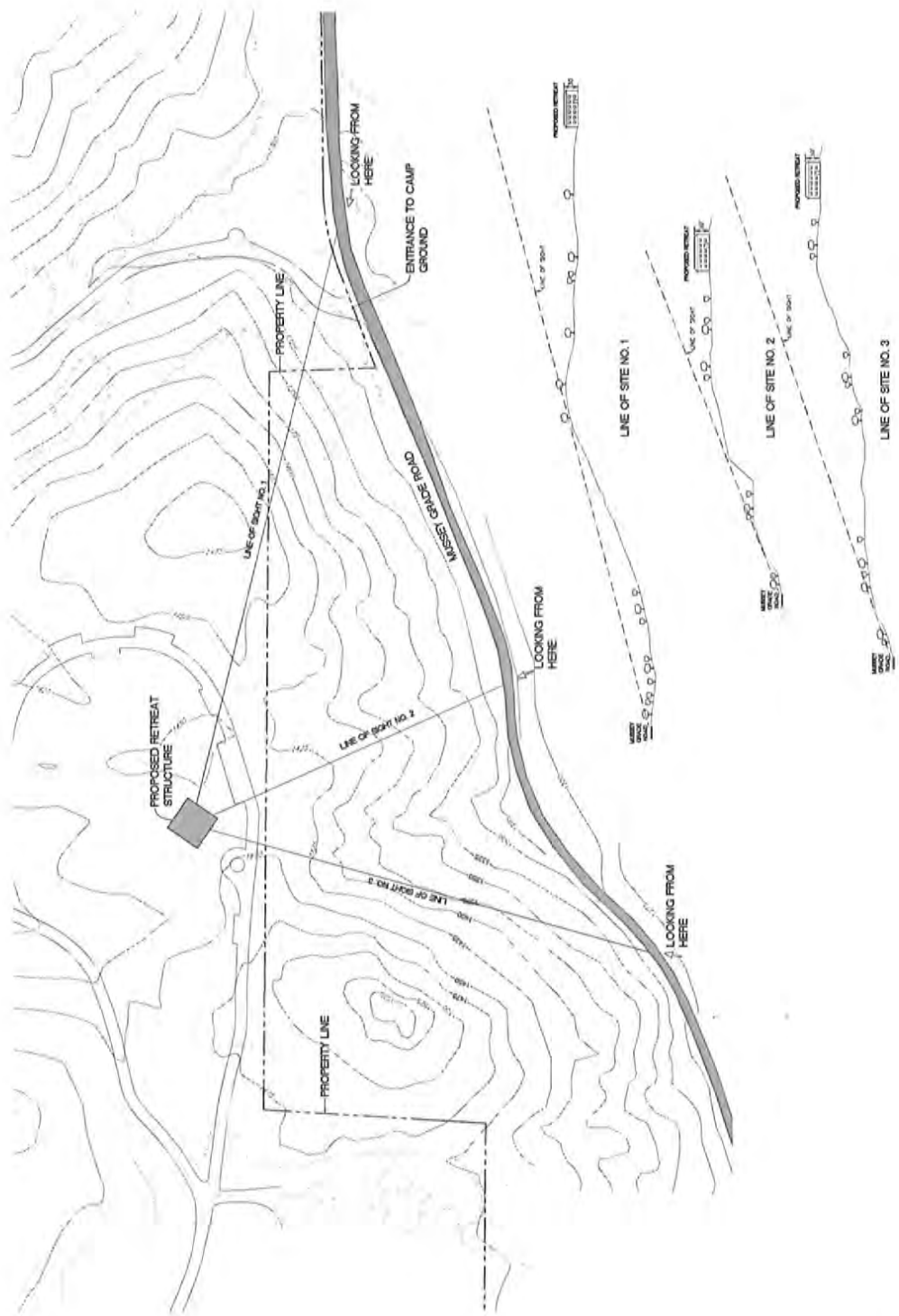
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- LEGEND**
1. EXISTING DIRT DRIVING TRAILS TO REMAIN
 2. EXISTING PRESENTATION AREA TO REMAIN
 3. EXISTING SPORTS COURTS TO REMAIN
 4. NOT USED
 5. NOT USED
 6. PROPOSED STAFF HOUSING - SEE ENLARGED PLAN
 7. EXISTING POOL/RESTROOM/SHOWER FACILITIES
 8. EXISTING RANCH HOUSE
 9. EXISTING CABIN
 10. PROPOSED CABIN - CAMP EXPANSION - SEE ENLARGED PLAN
 11. PROPOSED ADMINISTRATION AND MEDICAL/CLINIC STATION AND SHOP/CANTEEN - SEE ENLARGED PLAN
 12. PROPOSED PARKING AREA - SEE ENLARGED PLAN
 13. EXISTING PLAY FIELDS
 14. EXISTING CABIN CONVERTED TO STAFF HOUSING
 15. EXISTING RETREAT BUILDING CONVERTED TO CHAPEL
 16. PROPOSED DINING ROOM
 17. PROPOSED EDUCATION CAMP - SEE ENLARGED PLAN
 18. NOT USED
 19. PROPOSED MULTI-PURPOSE FACILITY - SEE ENLARGED PLAN
 20. PROPOSED INDOOR TENNIS-COURT - SEE ENLARGED PLAN
 21. NOT USED
 22. PROPOSED PRESENTATION AREA
 23. PROPOSED RETREAT - SEE ENLARGED PLAN
 24. NOT USED
 25. EXISTING LANDFILL TO BE REMOVED
 26. PROPOSED ON-SITE 10" PRIVATE WATER LINE (TO REPLACE EXISTING ON-SITE 6" WATER LINE)
 27. PROPOSED ROPE COURSE
 28. PROPOSED 150,000 GALLON WATER TANK
 29. EXISTING 100,000 GALLON WATER TANK
 30. EXISTING 6" PRIVATE WATER LINE TO REMAIN
 31. RELOCATED MAINTENANCE AREA
 32. EXISTING MAINTENANCE FACILITY TO BE RELOCATED
 33. VARIOUS PARKING/STORAGE-SEE
 34. PROPOSED POOL AND BATHROOM/SHOWER
 35. PROPOSED OVERFLOW PARKING (DISCOMPOSED GRANITE)
 36. EXISTING LEACH FIELD
 37. PROPOSED LEACH FIELD
 38. STAFF PARKING
 39. EXISTING ACCESS GATE TO WILLOW RANCH
 40. EXISTING TRAILER TO REMAIN
 41. EXISTING CISTERN TO BE ABANDONED/FILLED
 42. FIRE SUPPLY ZONE, TYPICAL
 43. EXISTING STAFF HOUSING TO REMAIN
- PROJECT OVERVIEW**
- TOTAL PROJECT AREA: 518.0 ACRES
 DEVELOPABLE PROJECT AREA: 288.3 ACRES
 EXISTING BUILDING SQUARE FOOTAGE: 33,710 SF
 PROPOSED BUILDING SQUARE FOOTAGE: 17,404 SF
 TOTAL BUILDING SQUARE FOOTAGE: 51,114 SF
 PARKING REQUIRED PER PARKING STUDY DATED 8/20/09: 188 SPACES
 PARKING PROVIDED: 188 SPACES
 OVERFLOW PARKING REQUIRED PER PARKING STUDY DATED 8/20/09: 11 SPACES
 OVERFLOW PARKING PROVIDED: 12 SPACES
- NEW PAVED 24' WIDE ROAD
- EXISTING ROADS TO BE PAVED WITHIN EXISTING ROADBED TO 24'-0"
- EXISTING ROAD TO BE PAVED TO 21'-0" WITHIN EXISTING ROADBED DUE TO ENVIRONMENTAL CONSTRAINTS
- EXISTING ROAD TO BE WIDENED 14'-0" WITHIN EXISTING ROADBED DUE TO ENVIRONMENTAL CONSTRAINTS
- EXISTING ROAD WIDTH TO REMAIN, ROAD TO BE PAVED
- EXISTING ROAD WIDTH TO REMAIN, ROAD NOT TO BE PAVED
- EXISTING CULVERT, ROAD WIDTH TO REMAIN AT 12'-0", ROAD TO BE PAVED
- AREA NOT CURRENTLY DEVELOPED OR PROPOSED FOR DEVELOPMENT UNDER PLP P10-375 U2
- OPEN SPACE EASEMENT AREA

SOURCE: Matalon Architecture and Planning, 2009

3/4/10



SOURCE: Nasland Engineering, 2009

5/4/10

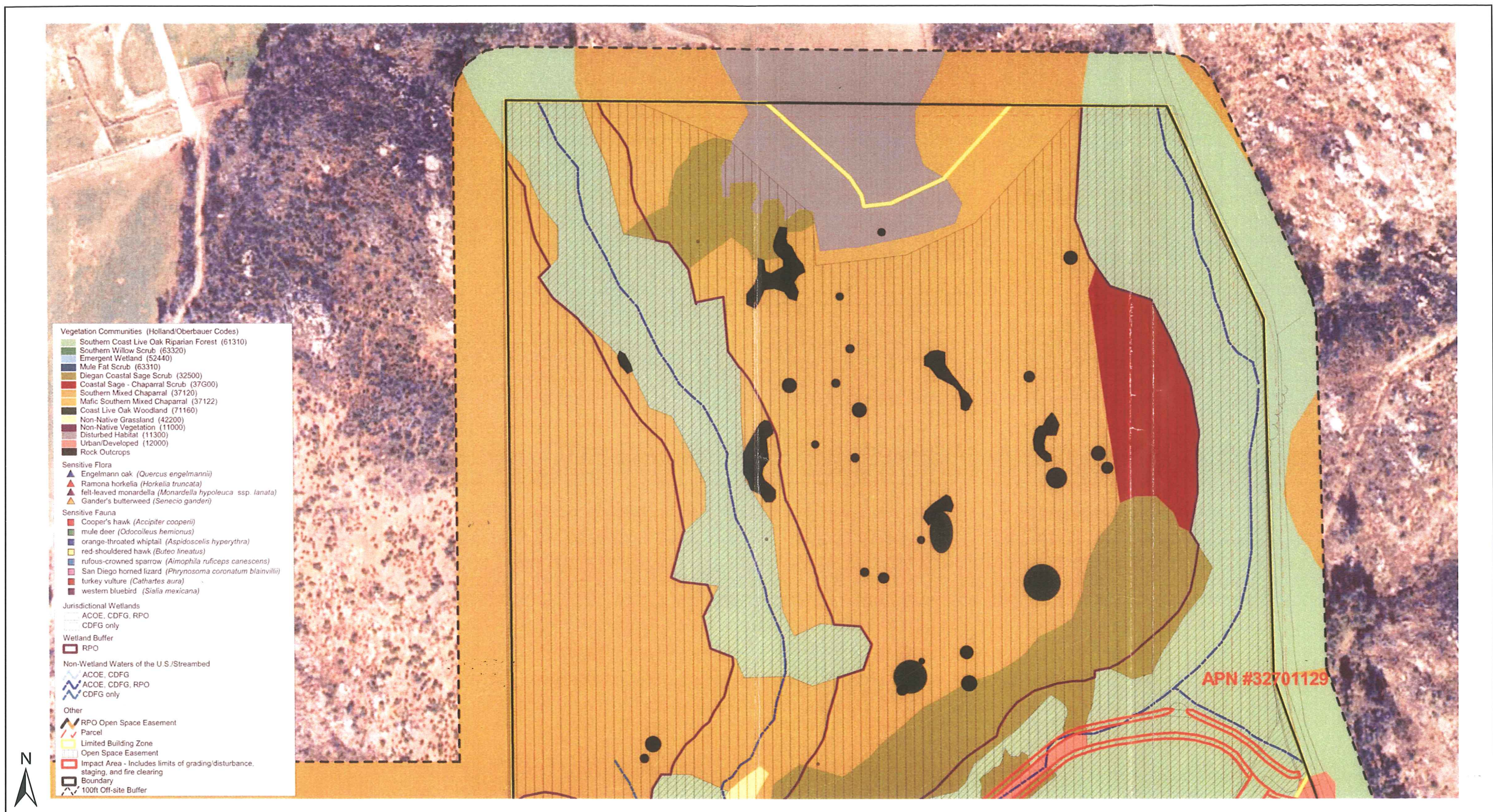


Salvation Army Divisional Camp and Retreat

Cross Sections of Proposed Retreat Center (Reduced Project Alternative I)

FIGURE

4-1b



SOURCE: Merkel & Associates, 2008

1/5/10

Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2a



SOURCE: Merkel & Associates, 2008

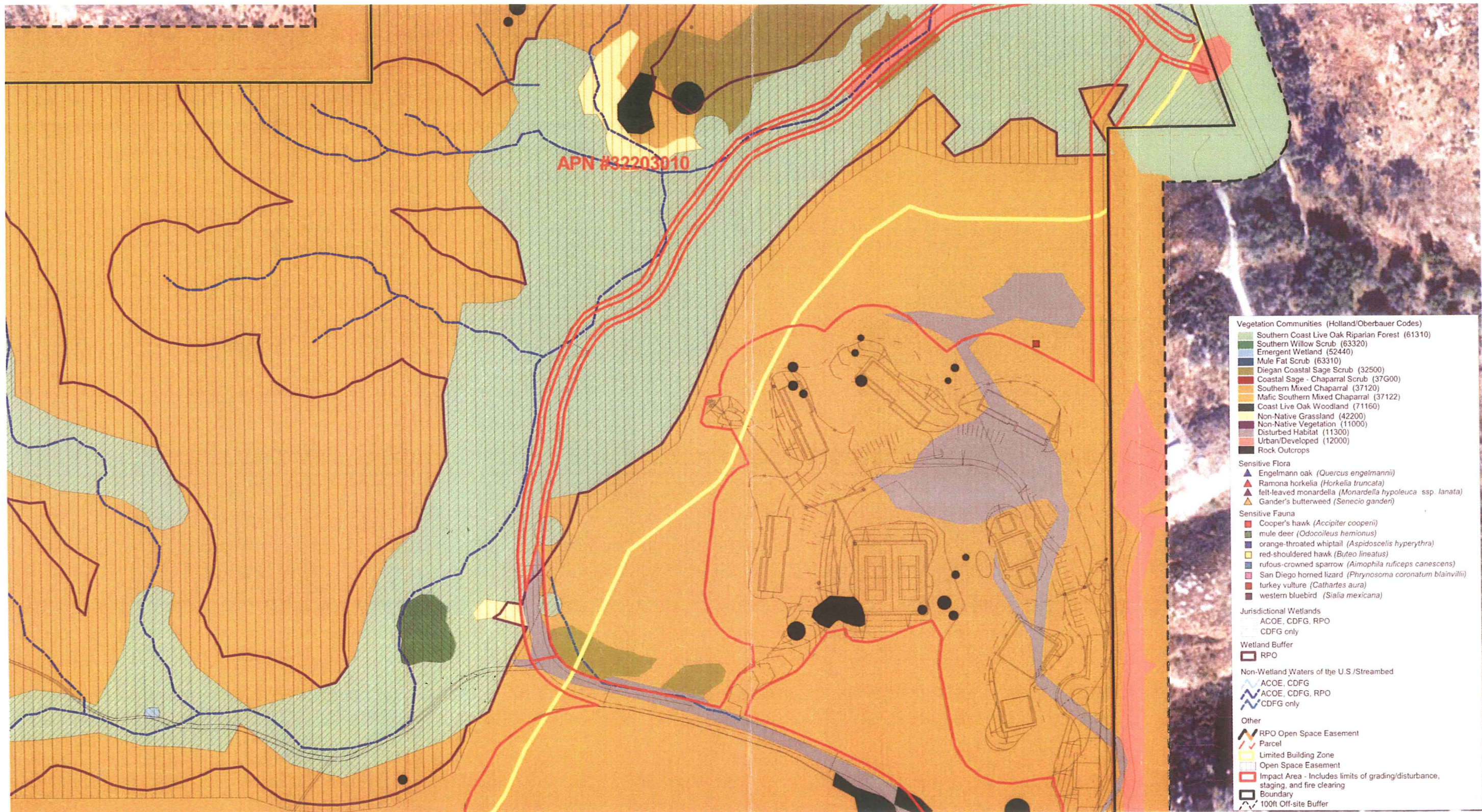
1/5/10



Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE 4-2b



SOURCE: Merkel & Associates, 2008

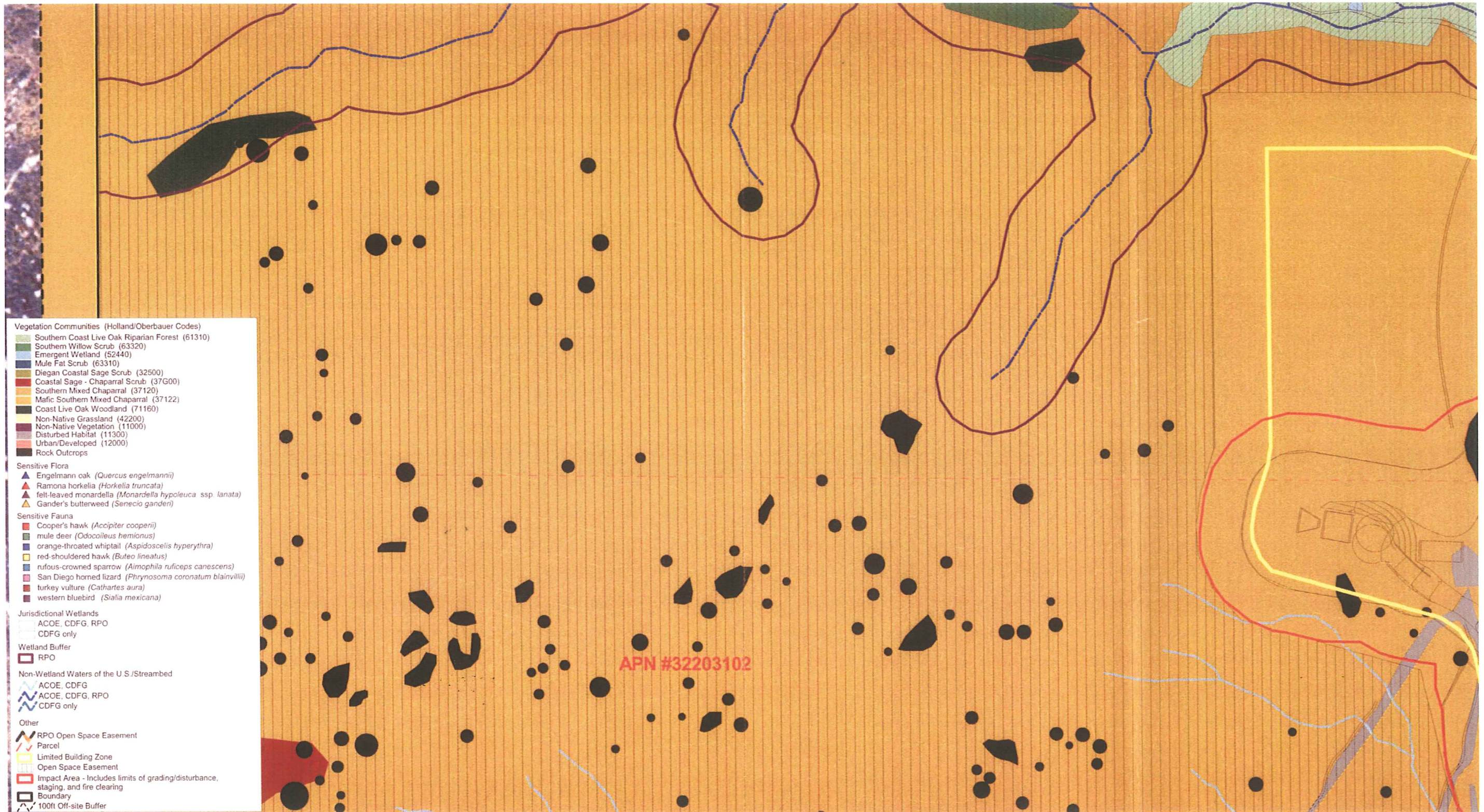
1/5/10



Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2c



SOURCE: Merkel & Associates, 2008

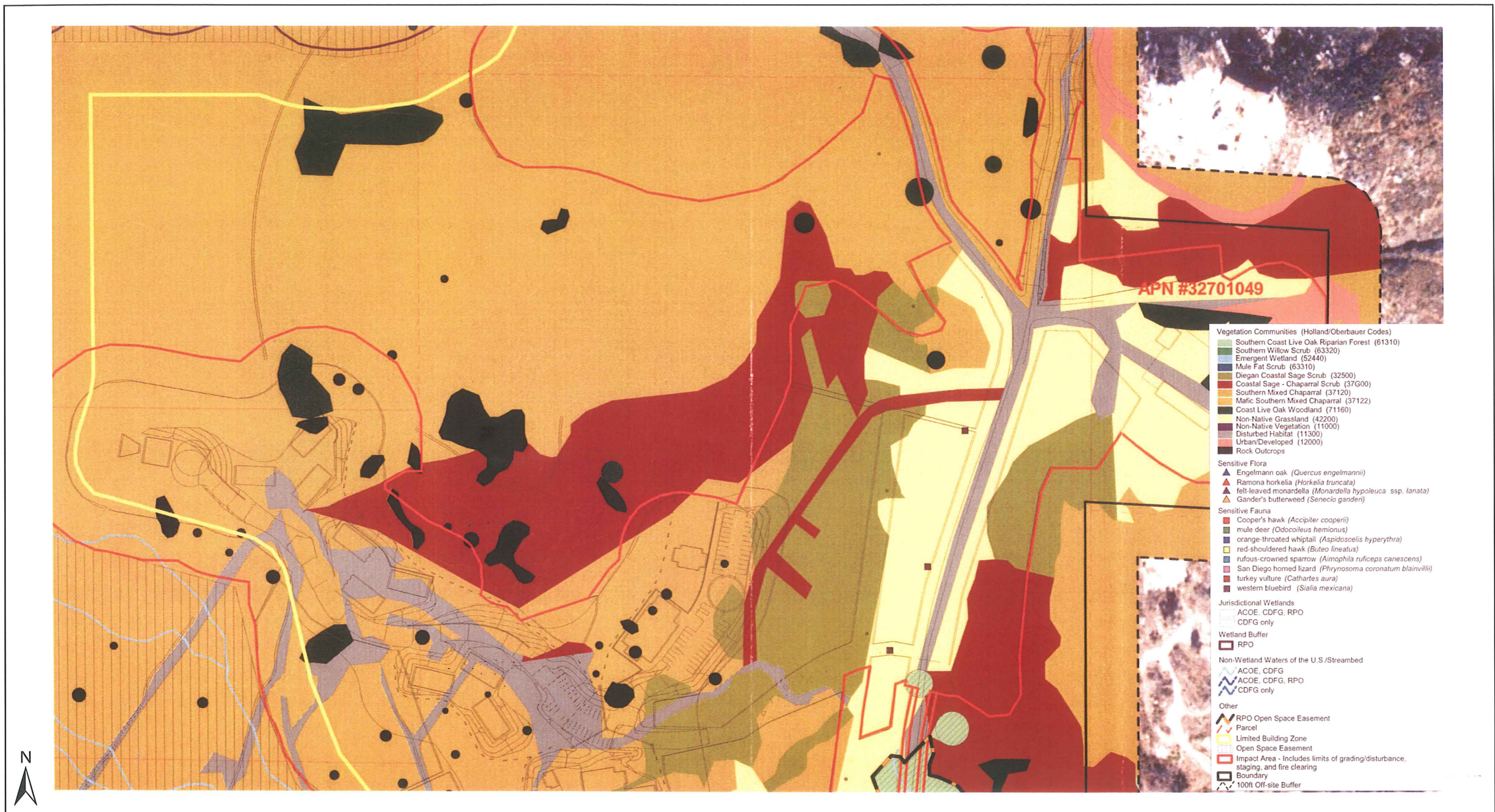
1/5/10

Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2d





SOURCE: Merkel & Associates, 2008

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Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2e



SOURCE: Merkel & Associates, 2008

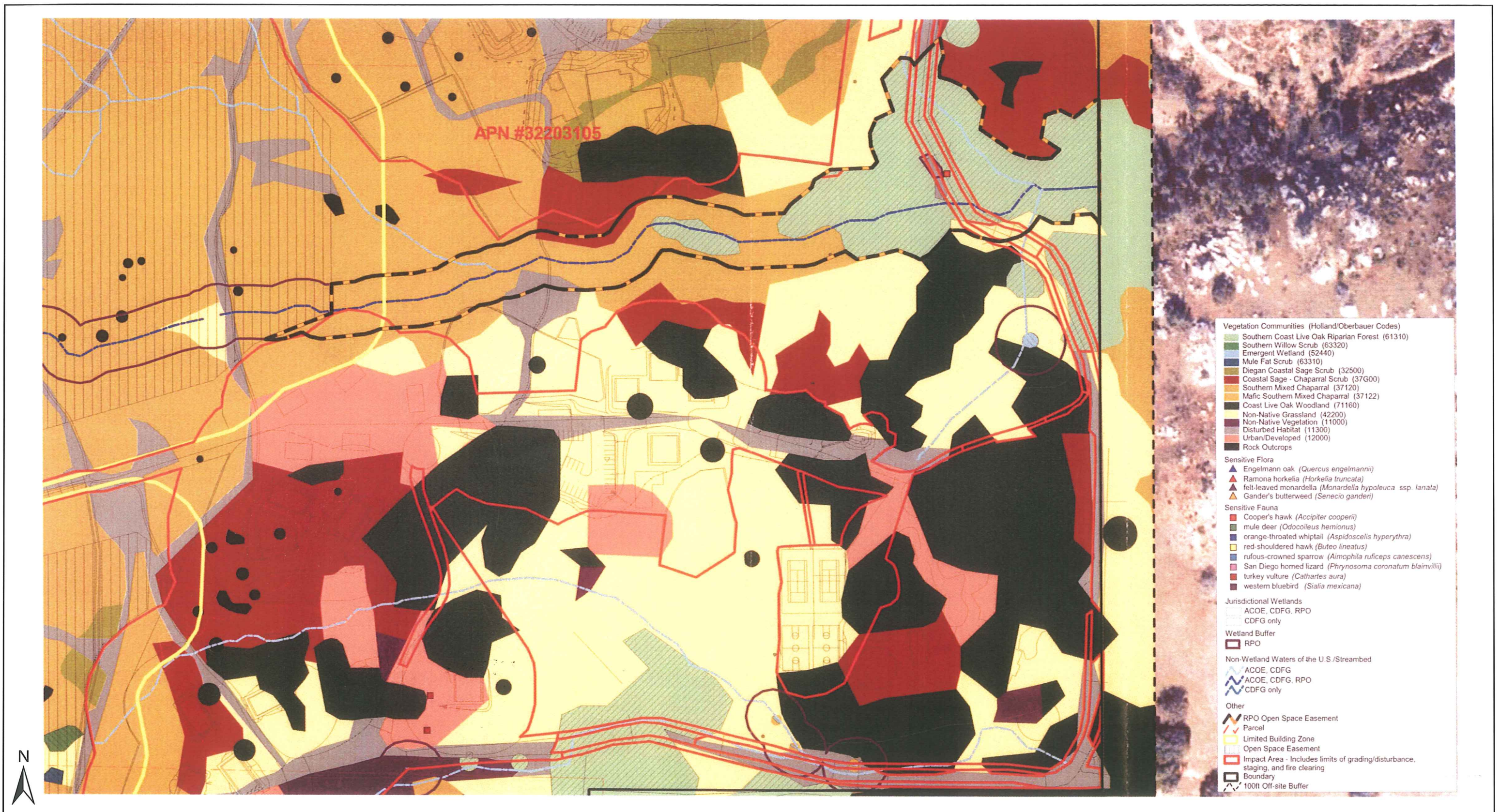
1/5/10

Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2f





SOURCE: Merkel & Associates, 2008

1/5/10



Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2g



SOURCE: Merkel & Associates, 2008

1/5/10

Salvation Army Divisional Camp and Retreat

Biological Resource Map - Alternative I

FIGURE
4-2h